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# COMMUNITY DEVELOPMENT

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# *Planning & Community Development*

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## **MISSION STATEMENT**

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The Department of Planning and Community Development provides vision, direction, services, and coordination for the citizens of Norfolk, the City Council, and the City Administration by:

- ♦ Designing attractive and livable neighborhoods
- ♦ Motivating and supporting the City's Housing Initiative
- ♦ Organizing and administering the Community Development Block Grant Program

- ♦ Encouraging sound economic development
- ♦ Providing an efficient transportation system
- ♦ Protecting and enhancing the natural environment
- ♦ Achieving high quality and well designed new buildings and spaces
- ♦ Ensuring the safety of new and renovated buildings and their support systems

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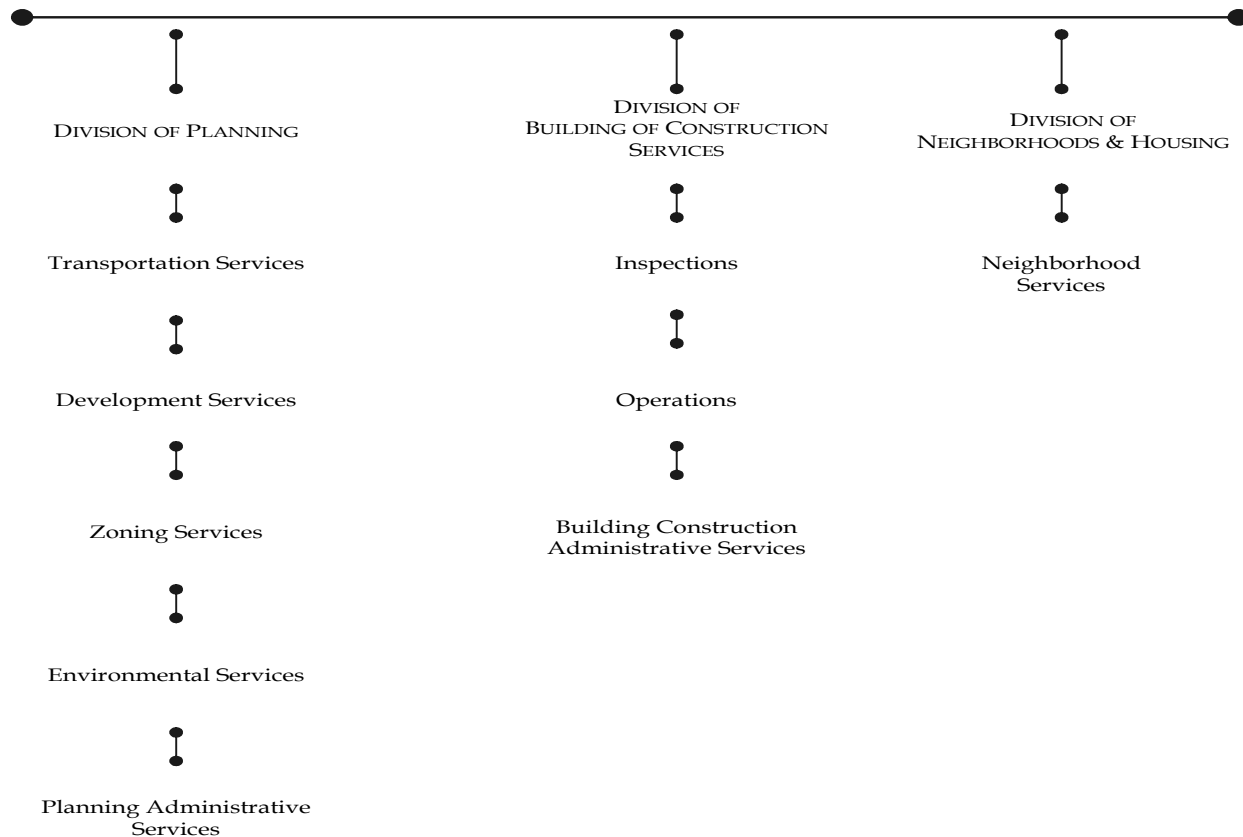
## **DEPARTMENT OVERVIEW**

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The Department of Planning and Community Development produces and maintains the General Plan that includes policy guidance on transportation, economic development and neighborhood planning, land use/zoning, and the location of public facilities. The department makes recommendations on community design issues and policies, neighborhood preservation, and land use planning.

The division of Building Construction Services provides permitting and inspection services for the City and enforcement of the Virginia Uniform Statewide Building Code for new construction, repairs, renovations and installation. The division also issues licenses to proceed, and inspects for permit-regulated work within the trade disciplines of building, plumbing, mechanical and electrical.

**DIRECTOR OF  
CITY PLANNING &  
COMMUNITY DEVELOPMENT**



## BUDGET HIGHLIGHTS

- ♦ The total budget for the Department of Planning and Community Development is \$4,217,400; the \$448,100 increase includes approximately \$325,450 attributable to the increase in required contributions to the City's retirement system. Other increases include the following: office equipment (\$8,000), traveling expense (\$500), advertising (\$1,400) and printing (\$3,900).
- ♦ Establishment of the "Home by Home Design Center" as a centerpiece of the "Come Home Norfolk, Now" housing initiative.
- ♦ Conduct and complete studies to bolster neighborhoods vitality in the Southside community, East Ocean View, the Broad Creek Renaissance area, and the Greater Wards Corner Area.

### *Update of the General Plan of Norfolk.*

Facilitation of the continued achievement of development initiative by the City's educational institutions (Medical Center, Norfolk State University, Old Dominion University) and in developing areas such as Atlantic City/Fort Norfolk.

### *Impact of Position Reductions*

The elimination of a vacant City Planning Technician position will have minimal impact on the core mission of the department.

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## KEY GOALS AND OBJECTIVES

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| <ul style="list-style-type: none"> <li>♦ Maintain and refine the Norfolk General Plan in terms of visioning, functional planning, neighborhood planning, design studies and plans, utilization of resources, coordination of supporting information, policy analyses and recommendations</li> <li>♦ Coordinate input and decision-making regarding the Norfolk component of the long range Regional Transportation Plan including the development of recommended funding strategies for both major and local projects</li> </ul> | <ul style="list-style-type: none"> <li>♦ Assist with the completion of the environmental documentation of the Norfolk light rail transit system and the preliminary engineering program.</li> <li>♦ Develop and implement housing and neighborhood enhancement initiatives, collaborate with public and private entities to establish a resource network and comprehensive delivery systems.</li> </ul> |
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## PRIOR YEAR ACCOMPLISHMENTS

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| <ul style="list-style-type: none"> <li>♦ Worked extensively on development issues and opportunities in concert with the other departments and City agencies such as the Norfolk Redevelopment Housing Authority.</li> <li>♦ Managed the City's transit services program operated by Hampton Roads Transits (HRT). Assisted with policy development for the Norfolk component of the long-range regional transportation plan and associated program of project priorities and funding allocated.</li> </ul> | <ul style="list-style-type: none"> <li>♦ Facilitated development projects initiated by several of the City's educational institutions (the Medical Center, Norfolk State University, Old Dominion University); analyzed and made recommendations concerning the issuance of Development Certificates in the Downtown and Pedestrian Commercial Overlay zoning districts; managed the commercial corridor and business façade incentive programs.</li> </ul> |
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### Expenditure Summary

	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 BUDGET	FY2004 APPROVED
Personnel Services	2,886,530	2,905,212	3,191,200	3,628,700
Materials, Supplies and Repairs	98,529	93,426	127,500	137,900
General Operations and Fixed Costs	184,288	93,974	108,100	109,300
Equipment	3,032	23,217	2,500	10,500
All- Purpose Appropriations	151	21,083	340,000	331,000
<b>Total</b>	<b>3,172,530</b>	<b>3,136,912</b>	<b>3,769,300</b>	<b>4,217,400</b>

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## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
<b>DIRECTOR'S OFFICE</b>				
<b>Management, Administration and Operations</b>	211,149	625,600	1,028,974	5
Provide leadership and guidance to all service areas.				
<b>DIVISION OF PLANNING</b>				
<b>Transportation Services</b>	80,380	79,500	76,180	1
Prepare analyses and recommendations pertaining to all transportation modes with emphasis on highway needs.				
<b>Development Services</b>	150,292	165,500	92,866	2
Provide analyses, staff support and coordination for planning and development initiatives.				
<b>Zoning Services</b>	624,036	571,700	371,958	7
Administer and enforce the Zoning Ordinance and land use regulations.				
<b>Environmental Services</b>	112,449	128,500	137,917	2
Provide land use assistance in areas of coastal resources. Ensure adherence to the Chesapeake Bay Preservation Act; administer erosion and control program; and analyze environmental issues.				
<b>Planning Administrative Services</b>	202,108	207,700	178,740	4
Provide administrative support, document preparation and records retention for all services.				
<b>DIVISION OF BUILDING CONSTRUCTION SERVICES</b>				
<b>Inspections</b>	1,033,986	1,126,600	1,214,752	24
Inspect all permit-regulated work to ensure compliance with approved plans and the Virginia Uniform Statewide Building Code				

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
<b>Operations</b>	250,851	297,000	565,800	12

Accept permit applications and review construction documents for compliance with Uniform Statewide Building Code.

<b>Building Construction Administrative Services</b>	362,090	342,000	332,282	9
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Provide administrative support, document preparation and records retention for all services.

### DIVISION OF NEIGHBORHOODS AND HOUSING

<b>Neighborhood Services</b>	109,571	225,200	217,931	5
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Provide comprehensive and neighborhood planning information and recommendations in the areas of overall community direction, design and policies, neighborhood preservation and improvement, housing, and land use policies.

<b>Total</b>	3,136,912	3,769,300	4,217,400	71
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## Strategic Priority:

### TACTICAL APPROACH:

To improve the overall aesthetic impression of the City of Norfolk, and guide new development in line with City policies

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	CHANGE
Design Review Items	180	185	150	165	15
ABC License	55	60	50	55	5
Zoning Appeal Planning Commission	70	74	70	75	5
Hearings	156	165	160	175	15
Building Plans Reviewed Detailed	1,320	1,400	1,450	1,660	210
Counter	4,600	5,000	3,650	4190	540

## Position Summary

Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Accounting Technician	OPS07	23,318	37,280	1		1
Administrative Assistant II	MAP03	29,266	46,785	2		2
Administrative Secretary	OPS09	27,273	43,604	2		2
Administrative Technician	OPS08	25,206	40,295	2		2
Assistant Director of Planning	SRM08	57,605	101,385	2		2
Business Manager	MAP08	39,572	63,258	1		1
City Planner I	MAP06	34,994	55,943	2		2
City Planner II	MAP08	39,572	63,258	6		6
City Planning Manager	SRM05	48,026	84,525	4		4
City Planning Technician	OPS10	29,537	47,217	2	-1	1
Code Official	SRM08	57,605	101,385	1		1
Codes Enforcement Team Leader	MAP08	39,572	63,258	5		5
Codes Records & Research Manager	MAP10	44,882	71,750	1		1
Deputy Code Official	MAP11	47,854	76,502	1		1
Director of Planning	EXE03	73,210	126,601	1		1
Environmental Services Manager	SRM07	54,140	95,286	1		1
Information Management Supervisor	MAP08	39,572	63,258	2		2
Permits Specialist	OPS11	32,019	51,189	2		2
Senior City Planning Technician	OPS11	32,019	51,189	1		1
Senior Codes Specialist	OPS12	34,740	55,535	19		19
Senior Permits Specialist	OPS13	37,727	60,314	1		1
Support Technician	OPS06	21,591	34,515	7		7
Zoning Enforcement Coordinator	MAP09	42,127	67,349	1		1
Zoning Enforcement Specialist II	OPS11	32,019	51,189	3		3
Zoning Enforcement Specialist III	OPS13	37,727	60,314	2		2
<b>Total</b>				<b>72</b>	<b>-1</b>	<b>71</b>

# Development

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## MISSION STATEMENT

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The City of Norfolk's Department of Development strives to create wealth for the city with a customer driven approach that promotes wealth growth and wealth importation. It is wealth creation that will allow the Department of

Development to contribute positively to the City of Norfolk's status as a great place to live, work, learn, and play.

## DEPARTMENT OVERVIEW

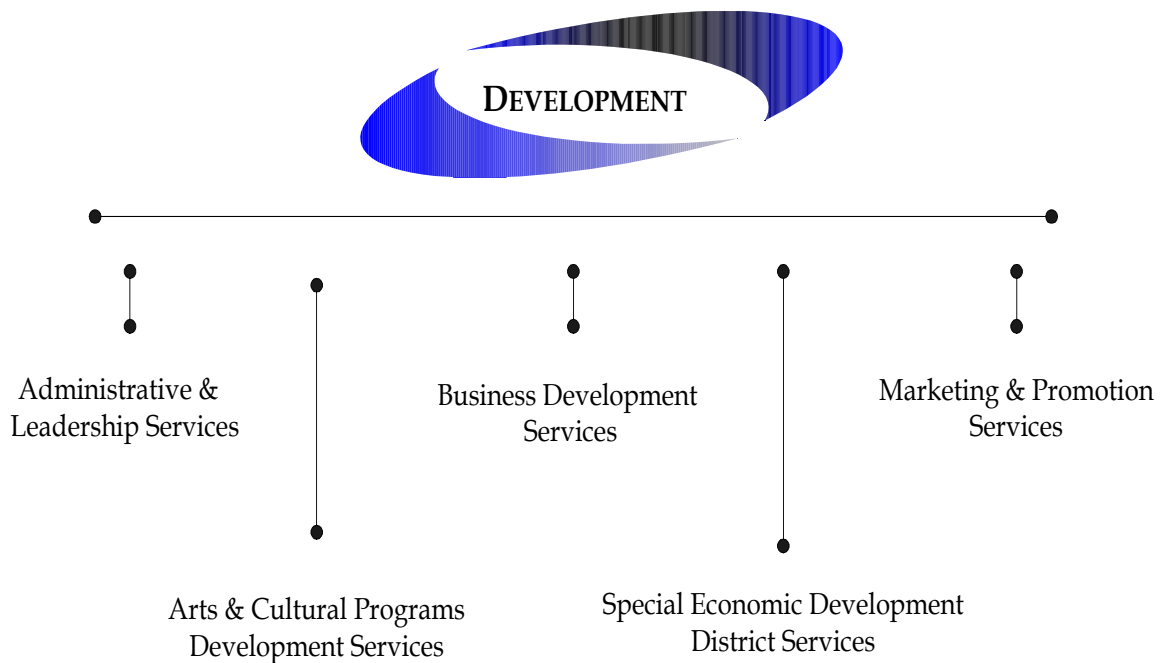
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The Department of Development focuses on the attraction, retention, and expansion of businesses in our City. The Department has adopted an industry specific approach to grow our existing business base, thereby increasing revenues for the City and creating new employment opportunities for our citizens.

Special District programs, such as the Empowerment Zone, Enterprise Zone, and HUB

Zone programs provide federal, state, and local incentives for new and existing businesses located in targeted areas throughout the City.

The Department also provides support to local cultural organizations to facilitate community outreach to enrich cultural amenities and enhance the quality of life for our citizens.





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## BUDGET HIGHLIGHTS

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- ♦ The total FY04 approved budget for the Department of Development is \$1,872,800. This net increase of \$280,100, over FY03 funds increases for salaries and benefits, as well as an adjustment for turnover. The budget incorporates four (4) positions added during FY03 costing \$153,220, provides for the city's retirement increases of \$98,052, and other minor increases were offset with a reduction of \$25,000 in travel.
- ♦ Public Relations Editorial strategy and support for publications such as Urban Land, Shopping Center Today, Restaurant Business, Retiree and others to promote how and why our high market ratings etc.
- ♦ Targeted Developer/properties Direct Marketing campaigns - strategy is to generate competitive proposals using trade magazine

classified advertising, image ads, project binders.

- ♦ Small Business Expo - Comprehensive guide to services/special assistance available to assist in creation and expansion of Norfolk businesses. "In the Zone" possible signage in districts, etc., attention to workforce development issues.
- ♦ Defense Contractors - identify and market to with HUB Zone info.
- ♦ Direct Mail postcard/poster campaign.
- ♦ Norfolk Arts Magazine support, Believers Campaign to go City-wide.
- ♦ Ford's 100<sup>th</sup> Anniversary, Vehicle Launch, celebration and press.
- ♦ Minority Business attraction, including a joint initiative with the City of Portsmouth.

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## KEY GOALS AND OBJECTIVES

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Work with the existing businesses, local business organizations, and neighborhood civic leagues to enhance the business and neighborhood commercial corridors.

Assisting local arts and cultural organizations that promote the arts throughout the community.

Continue to develop our Small, Minority, and Women - Owned Business Program.

Increase the tax base by attracting new businesses to our city that complement our existing industrial and business strengths and assisting existing businesses with their expansion needs.

Identify and facilitate land redevelopment opportunities.

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## PRIOR YEAR ACCOMPLISHMENTS

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- ♦ Addy Award for Believers Campaign.
- ♦ Expansions of \$43.28 million, 74,5000 sqft; 433 employment - Ford expanded by \$25 million; 250 other companies contributing include Marine Hydraulics, WR Systems, Metro Machine, Nash Finch, Alliance Technologies, Brickstone and Blackhawk Industries
- ♦ ULI Study for Atlantic City and Harbor's Edge Project Development

- ♦ Ocean View HarborWalk redevelopment of Delmar.
- ♦ Granby District continues to fill
- ♦ Housing Initiative
- ♦ Accolades of 2002 - The Top Ten 2<sup>nd</sup> Best Commercial Market in U.S. - Moody's -- #1 Department Stores Sales - ICIS -- Number 1 in Hotel occupancy and ACR -- Number 1 Airport in passenger growth -- Top 10 places for expansion.

## Expenditure Summary

	FY2001 ACTUAL	FY2002 ACTUAL	FY2003 BUDGET	FY2004 APPROVED
Personnel Services	948,349	1,053,441	1,006,800	1,327,500
Materials, Supplies and Repairs	17,254	22,696	18,500	20,800
General Operations and Fixed Costs	636,928	631,338	567,400	524,500
Equipment	284,029	0	0	0
<b>Total</b>	<b>1,886,560</b>	<b>1,707,475</b>	<b>1,592,700</b>	<b>1,872,800</b>

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
<b>ADMINISTRATIVE &amp; LEADERSHIP SERVICES</b>	<b>776,068</b>	<b>638,000</b>	<b>783,700</b>	<b>8</b>
Provide leadership, coordination and management of the economic development programs of the City of Norfolk				
<b>BUSINESS DEVELOPMENT SERVICES</b>	<b>459,311</b>	<b>464,000</b>	<b>605,900</b>	<b>9</b>
Provide focused, sector-specific expertise for attracting new business development and assisting in the expansion of existing businesses.				
<b>ARTS &amp; CULTURAL PROGRAMS DEVELOPMENT SERVICES</b>	<b>58,488</b>	<b>52,800</b>	<b>62,200</b>	<b>1</b>
Coordinate the City's arts and cultural development assistance programs, and liaison with City arts organizations.				
<b>SPECIAL ECONOMIC DEVELOPMENT DISTRICT SERVICES</b>	<b>86,719</b>	<b>107,500</b>	<b>112,800</b>	<b>1</b>
Coordinate and administer work directed to the department to assist in the delivery of Empowerment Zone initiatives. Provide support as needed to the Enterprise Zone programs.				

## Programs & Services

	FY2002 ACTUAL	FY2003 APPROVED	FY2004 APPROVED	FULL-TIME POSITIONS
MARKETING & PROMOTION SERVICES	326,889	330,400	308,200	1
Coordinate and implement marketing and advertising initiatives promoting the City as a business location.				
<b>Total</b>	<b>1,707,475</b>	<b>1,592,700</b>	<b>1,872,800</b>	<b>20</b>

## Strategic Priority: Economic Development, Community Building, Regional Partnerships

### TACTICAL APPROACH:

Increase the City's economic base over the prior business tax base.

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
Businesses attracted to City	30	30	32	30	-2
Business expansions in City	30	30	30	30	0
Increase business tax base	3.00%	2.70%	2.70%	3.00%	0.30%

### TACTICAL APPROACH:

Increase the utilization of Norfolk's real estate

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
Expand commercial tax base	3.00%	2.70%	2.70%	3.00%	0.30%

### TACTICAL APPROACH:

Promote regional, national and international awareness of Norfolk's strategic advantage as a culture and business center of the southeastern coastal region

PROGRAM INITIATIVES	FY01	FY02	FY03	FY04	Change
Technical assistance to arts organizations	80	60	60	60	0
Arts within reach average attendance	70	80	80	80	0
Sustain growth in major arts organizations' cumulative budgets	7%	7%	7%	7%	0

Position Summary						
Position Title	Pay Grade	Minimum	Maximum	FY03 Positions	Change	FY04 Positions
Administrative Analyst	MAP08	39,572	63,258	1		1
Administrative Secretary	OPS09	27,273	43,604	1		1
Administrative Technician	OPS08	25,206	40,295	2		2
Arts Manager	SRM03	42,844	75,405	1		1
Assistant Director, Marketing	SRM06	50,955	89,681	1		1
Assistant Director Development	SRM08	57,605	101,385	1		1
Business Development Manager	SRM04	45,328	79,779	6		6
Director of Development	EXE03	73,210	126,601	1		1
Manager of Special Districts& Programs	SRM03	42,844	75,405	1		1
Office Assistant	OPS03	17,236	27,557	1		1
Senior Projects Manager	SRM03	42,844	75,405	1		1
Senior Business Development Manager Commercial	SRM04	45,328	79,779	1		1
Senior Business Development Manager Maritime	SRM04	45,328	79,779	1		1
Senior Business Development Manager Finance	SRM05	48,026	84,525	1		1
<b>Total</b>				<b>20</b>		<b>20</b>

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